FITSI Training Program Handbook

Procedures for Developing and Delivering Federal IT Security Institute (FITSI) Sponsored Educational Programs

Version 2.1

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Figure 1: ADDIE Model Phases 8

1. Overview

This Handbook documents the processes and procedures used to develop and execute training programs sponsored by the Federal IT Security Institute (FITSI). This Handbook can be used by personnel within FITSI, FITSI Authorized Training Centers (FITSI ATCs) or by FITSI local chapters to adopt the preferred method to implement training programs.

For this Handbook, "training program" and "course" are considered synonyms.

This document is available free of charge at the following website: http://www.fitsi.org/documents.html.

2. Applicability

This Handbook applies to the FITSI Board of Directors, FITSI Officers, and others involved in the operation of the FITSI organization. It also applies to all persons (employees, consultants, or volunteers) tasked with implementing FITSI-sponsored training programs.

3. The Need for Training Programs

A. Background

Cybersecurity is dynamic and evolving quickly. The Information Technology (IT) professionals who protect and defend information systems need to acquire and maintain up-to-date knowledge, skills, and abilities (KSAs) to ensure they remain current with rapid changes.

One element that can help guarantee the success of maintaining the required KSAs is a training program that addresses the needs of the students. FITSI National or any FITSI local chapter runs these programs.

These training programs use several different modalities, such as Instructor-Led Training or Virtual Instructor-Led Training. Additionally, topics relevant to cybersecurity professionals can include various subjects. Examples of topics that could be addressed in FITSI-hosted training events include, but are not limited to:

- FITSP Certification Review Courses
- Risk Management
- Security Assessment and Authorization
- Security Planning
- Risk Assessment
- System and Services Acquisition
- Access Control
- Audit and Accountability
- Identification and Authentication
- System and Communication Protection
- Awareness and Training
- Configuration Management
- Incident Response
- Maintenance
- Media Protection
- Physical and Environmental Security
- Personal Security
- System and Information Integrity
- Penetration Testing
- Vulnerability Assessments
- Computer Forensics

B. Continuing Professional Education Units

Most FITSI members maintain a FITSP or equivalent certification. These certification programs require Certification Holders to earn and report a specified number of continuing professional education (CPE) units over a specified period. FITSP Certification Holders must obtain and report 60 CPE units per year. By holding dedicated training events, FITSI can assist its members and other certified individuals in earning CPE credit while increasing their KSAs in relevant areas.

C. Low Cost

FITSI recognizes that one of the primary ways to provide value to its membership base is to host high-quality, low-cost cybersecurity training courses. Rather than conduct classes of only 5-10 students like traditional training providers that cost thousands of dollars per student, FITSI and its local chapters can hold low-cost courses and accommodate a larger class size. Typically, classes cost $400-$600 per student and attempt to include up to 35 participants in a training event.

D. Existing Courses

FITSI local chapters may use course materials developed by FITSI National to host local training events. A list of available FITSI-hosted courses is available at http://www.fitsi.org/training.html.

4. Developing Training Programs

FITSI recognizes the need for IT professionals to gain and maintain KSAs to perform their assigned duties of protecting and defending information systems. FITSI desires to be a sought-after provider of relevant, effective training programs to support IT professionals. FITSI must use an industry standard to guide the training program.

A. Using the ADDIE Model

FITSI promotes using an industry-standard model known as the ADDIE Model for developing and implementing the training program. The name "ADDIE" comes from the five phases followed in a particular order when developing and implementing training programs. The ADDIE model consists of general processes used by instructional designers and training developers. Although the ADDIE Model is sequential, the phases overlap and build upon each other. The model represents a guideline for building effective training and performance support tools in five phases, as shown in Figure 1 below.

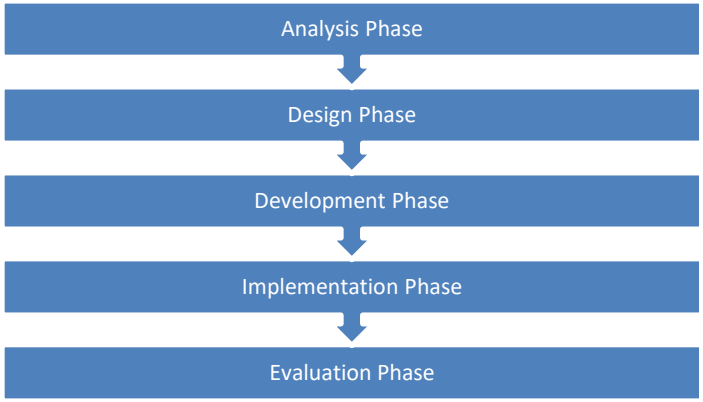

Figure 1: ADDIE Model Phases

This model provides a structured approach for defining, developing, implementing, and executing low-cost, effective training programs sponsored by FITSI National and FITSI local chapters.

This Handbook provides an overview of the ADDIE Model and the activities that FITSI National and FITSI local chapters should incorporate into any training program. This approach ensures consistency of the desired quality and effectiveness of FITSI-hosted training events and promotes FITSI as a leader in training delivery.

The FITSI Training Program consists of two components: the development of training courses and the actual training delivery. FITSI develops training courses internally (i.e., FITSI resources create the courseware using the ADDIE Model) or externally via outsourcing.

B. Analysis Phase

The Analysis Phase is the first step of the model and is a critical component in training development as it answers the question of what training is to occur. The analysis step identifies the training objectives, the learning environment, the target audience, their needs, and other factors necessary to answer the "who or what needs training" question. Adequate analysis is necessary to inform the follow-on phases of the model.

The Analysis Phase should consist of identifying the anticipated knowledge level of the target audience for the course and their learning expectations. Additionally, this phase determines the specific learning objectives for the course (i.e., what knowledge do we want the student to learn), the type of media used in course delivery, whether the course will be instructor-led or virtual, and the length of the course. The timeline for course development should be created during this phase.

Identifying the learning objectives during the Analysis Phase helps guide the design and development of the course. These objectives aid in determining the baseline of the course content and should remain a focus during the Design and Development Phases.

The Analysis Phase defines the instructional objectives and results in the Training Needs Analysis to facilitate the Design Phase.

C. Design Phase

The Design Phase uses the Training Needs Analysis to create a training course to meet the training objectives identified during the Analysis Phase. The information identified during the Analysis Phase should be reviewed continually during the Design Phase to keep the course design aligned with the defined objectives.

Items such as refinement of learning objectives, strategy for course content and lesson planning, and media selection occur during the Design Phase. A good starting point during design is creating a course outline focused on obtaining the identified learning objectives. The outline will mature and adjust throughout the Design and Development Phase. Next, the planned content is organized into logical sequences, and manageable (learnable) segments and activities contributing to the learning objectives, such as case studies, simulations, guest speakers, and exercises, are identified. Lastly, the timing of the content, activities, breaks, lunch, end-of-day wrap-up, etc., are determined. Designers should keep in mind that more breaks are required in lecture-oriented courses to allow the audience to refresh their memories.

After developing the outline, it should be reviewed with a subject matter expert (SME) to confirm that it meets the objectives identified during the Analysis Phase. The results of the Design Phase are documented in a Design Document. The Design Phase occurs in the high-level design of the course.

D. Development Phase

The Development Phase builds on the work accomplished in the Design Phase. The course contents are created and assembled, and the results are training activities.

Storyboards are a helpful tool to assist in the course development as they aid in filling in content and sequencing the course. The Development Phase may also include testing to identify changes or improvements before the course launch. Ideally, testing is done incrementally to minimize rework. The Development Phase is typically the most time-consuming, impacting the course development timeline.

Quality reviews of course content occur (e.g., grammar, misspelling), as well as reviews of items that may distract from learning (e.g., ensuring graphics are appropriate and legible) and "look and feel." FITSI uses a training template for all training courses. An SME should review the content to ensure that content meets the learning objectives defined during the Analysis Phase.

The developer also develops instructor guides and instructions during this phase. Instructor guides and instructions enable course delivery consistency and facilitate the meeting and maintaining FITSI training standards.

E. Implementation Phase

The Implementation Phase includes evaluation of the course design, preparation of the training instructor to conduct the course, and course delivery. This phase also includes student registration and site logistics, such as ensuring that course materials, books, equipment, and tools are in place and functional.

Piloting the course before the actual launch evaluates the course design. A pilot session provides an opportunity to "dry-run" the course to ensure the course materials, tools, and instruction meet the training objectives and FITSI expectations and identify any improvements that might be needed.

In addition to having ready courseware, the instructor must also be prepared to conduct the course to meet the course training objectives defined in the Analysis Phase and per FITSI training standards. Instructors must be sufficiently familiar with the course content and learning objectives. A train-the-trainer concept can be used to facilitate this.

Section 4 below includes helpful tips for student registration and site logistics.

F. Evaluation Phase

The Evaluation phase measures how well the training course met audience expectations and supports FITSI's overall goal of delivering practical training.

The *Student Evaluation Survey* is a tool to rate the instruction, course content, and audience satisfaction. FITSI leadership reviews the surveys to determine how well the course met expectations and if improvements to the course are needed.

5. Delivering Training Programs

When delivering FITSI-sponsored training program, many elements must be present. This section discusses those items.

A. High-Quality Instructor

The quality of the instructor has the most significant impact on the success or failure of a training program. Instructors should be well versed in the topic they are presenting so that the students can learn knowledge and skills from the individual. The instructor should be well-spoken and competent in communication. While not a requirement, industry certifications such as a FITSP certification are ideal for instructors to possess. Additionally, instructors who possess undergraduate or graduate degrees in information technology (IT) or cybersecurity are preferred. 2+ years of teaching experience is an excellent yardstick to use when vetting potential instructors.

B. Appropriate Training Materials

FITSI-sponsored training programs must use appropriate training materials. These can be custom training materials developed by FITSI, the training program instructor, or an instructional system designer. The customer training materials may include such learning assets as learning objectives, slides, case studies, lab activities, quizzes, flashcards, etc. Alternatively, the training materials might be procured from an industry-provided courseware vendor like 30 Bird Media (http://www.30bird.com). For custom-developed training materials, the ADDIE model discussed previously should be used.

Whether the training program uses custom training materials or training materials procured from an industry-provided course vendor, the content should be current, relevant, and appropriate for the audience of the training program.

C. Training Modality

A FITSI-sponsored training program can use online or in-person modalities to conduct the course. Online training programs need to be conducted using technologies such as Microsoft Teams, Zoom, Adobe Connect, or some other similar meeting platform. In-person training programs would use a traditional classroom or conference room to conduct the event.

D. Venue

In-person training programs need to be adequate to support the number of students and include resources such as a whiteboard, presentation computer, dry-erase pens, markers, etc. In-person training programs also need to provide other basic amenities such as restroom facilities, parking, public transportation options, dining and / or snacking options, locations for breaks, etc.

E. Attendance Sheets

All FITSI-sponsored training programs must use the *FITSI Training Program Class Attendance Sheet Form*. This form allows student attendance tracking during the session to assign the appropriate number of Continuing Professional Education (CPEs) at the end of the event on the Course Complete Certificate. The form is used for specific dates so a 5-day training program would need five separate forms for each day. Each form includes the student's name, a place for their signature (if applicable based on the modality), time signed-

in, time signed-out, and the number of hours. There is also a section at the bottom of the form for the instructor to sign and date for verification purposes.

F. Course Completion Certificate

All FITSI-sponsored training programs must use the *FITSI Training Program Course Completion Certificate Template* to provide documentation of a student's attendance at the event. The number of CPEs to allocate is based on the hours recorded in the training program's attendance sheets. The instructor should aggregate the number of hours and write (or type in based upon modality) this number for CPEs. Twenty hours would equal 20 CPEs.

The Course Completion Certificate can be physical (in-person training programs) or electronic format (PDF for online training programs).

G. End of Course Evaluation Survey

All FITSI-sponsored training programs must conduct an end-of-course survey. This survey is done with the *FITSI Student Evaluation Survey Form*. This survey is considered a Level 1: Reaction in the Kirkpatrick Model. A level 1 survey measures how participants find the training favorable, engaging, and relevant to their jobs. This type of survey is also sometimes called a "satisfaction survey."

The *FITSI Student Evaluation Survey Form* can be in physical or electronic format. The physical format is used for the in-person training program, and the electronic version is conducted via SurveyMonkey. Contact FITSI National if assistance is needed with accessing the electronic version of the *FITSI Student Evaluation Survey Form.*

6. FITSP Certification Review Courses

This section discusses policies and procedures related to FITSP Certification Review Course offered by FITSI and FITSI Authorized Training Centers (including local FITSI chapters).

A. Background

FITSP Certification Review Courses can help Certification Candidates and students prepare for the FITSP Certification exam. FITSI or FITSI Authorized Training Centers (FATCs) may offer the course.

B. FITSI Certified Instructors

FITSI Certified Instructors (FCIs) are instructors who have been certified by FITSI to conduct FITSP certification review courses. FCIs must meet the following requirements:

1. have a minimum of 5 years as an IT security professional
2. have a minimum of 2 years of training experience or possesses an existing IT trainer's credential (e.g., MCT, CCSI, CTT+)
3. have passed the corresponding FITSP examination
4. have never been convicted of a felony
5. be a member in good standing of FITSI.

Each FCI must execute a *FITSI Certified Instructor Agreement* with FITSI to be recognized as a FITSI Certified Instructor. The *FITSI Certified Instructor Agreement* has provisions on courseware, logo and mark use, and maintenance of quality standards for teaching and training services of the FCI for conducting FITSP Certification Review Courses. FITSI may terminate this agreement immediately, including termination of FCI certification, if FCI fails to comply with any of the terms of this agreement.

FCIs have additional requirements described below in Section D. FITSP Certification Review Courses and Impartiality.

C. FITSI Authorized Training Centers

Organizations that wish to partner with FITSI may become a FITSI Authorized Training Center (FATC). FATCs must use FITSI authorized courseware in conducting their courses and must use the services of a FITSI Certified Instructor (FCI). To become a FATC, an organization must sign a *FITSI Authorized Training Center Agreement* and meet the terms of conditions specified.

The *FITSI Authorized Training Center Agreement* governs the training requirements that all FATC must follow. Elements include the following:

1. Training on FITSI products will be based on FITSI Official Courseware.
2. FATC will deliver FITSI Official courses professionally and competently at an approved FATC facility via FCIs who have passed the FITSI exam for the course to be delivered using only current and original FITSI course materials.
3. FATC may conduct Training at more than one location, but only at the locations identified in the agreement if accepted by FITSI.

4. FATC may use the name "FITSI Authorized Training Center" to identify itself as a FITSI Authorized Training Center. It shall not use it in other ways nor incorporate the name "FITSI" as part of its name or identification or as part of a logo, mark, or stylized representation of its name or identification.
5. Only FITSI Official Courseware is to be used or provided to a student. Replacement courseware or materials may not be substituted in any manner whatsoever, using any means for any of FITSI's offerings or classes.
6. Training must be provided to the FATC customer consistent with FITSI's high-quality standards. FITSI Courseware must be taught in its entirety to be considered an authorized course.

Additionally, the FITSI and FITSP Certification logos and marks are governed by the policies defined in the *FITSI Logo and Mark Usage Requirements Handbook* for all FATCs.

The following types of organizations can become FITSI Authorized Training Centers (FATC) to conduct authorized FITSP Certification Review Courses: Commercial Training Organizations, Accredited College/Universities, non-profit associations that do not have a competing cybersecurity certification program, and local *FITSI* chapters.

D. FITSP Certification Review Courses and Impartiality

Any approved training programs sanctioned by FITSI will not compromise organizational impartiality (including processes related to certification activities). Organizations that wish to offer approved training programs for FITSP certifications must sign a *FITSI Authorized Training Center Agreement* (as discussed above). This agreement requires the use of FITSI Certified Instructors (FCIs) in conducting FITSI-approved training courses. FCIs are prohibited from participating in exam proctoring and exam item access. These requirements are enforced in the *FITSI Certified Instructor Agreement* that all FCIs must sign. Additionally, FCIs must sign the *FITSI Consulting Agreement*, which requires FCIs to comply with *FITSI's Consultant Handbook*, the *FITSI Policies and Procedures Handbook*, the *FITSI Code of Ethics Handbook*, and other policies and procedures as may exist and be in effect from time to time, including, but not limited to, FITSI's policies related to confidentiality, impartiality, and conflicts of interests, as applicable to performing the Services.

FITSI also offers FITSP Certification Review Courses to help Certification Candidates and students prepare for the FITSP Certification exam. FITSI uses FCIs as discussed above, and the same rules apply to FCIs that teach FITSP Certification Review Courses for FITSI as they do for other organizations. FITSI's policy is that FITSI will not state or imply that any FITSP certification would be simpler, easier, or less expensive if any specified education/training services are used (either from FITSI or any other organization). Also, FITSI will not give the impression that the use of the FITSP Certification Program and FITSP Certification Review Course services would provide any advantage to the Certification Candidate, Certification Applicant, or Certification Holder.

FITSI's Certification Director, FITSI Certification Manager, FITSI Exam Proctor, FITSI committee members, and anyone involved in FITSI's certification activities are not allowed to be involved in courseware development or courseware review or to teach FITSI Certification Review courses (either for FITSI directly or any FITSI Authorized Training Center). FCIs may be involved in courseware development, courseware review, and teaching FITSI Certification Review courses. However, FCIs cannot participate in FITSP certification processes. This separation between FITSI certification processes and FCIs ensures that certification processes are independent of training to ensure confidentiality, information security, and impartiality are not compromised.

FITSI Certification Candidates and Certification Applicants are not required to take any FITSP training or educational program as a prerequisite to pursuing any FITSP certification. While FITSI offers FITSP Certification Review courses, FITSI does not require the Certification Candidates to complete these review courses as an exclusive prerequisite. Alternative training options exist from FITSI Authorized Training Centers or industry vendors.

FCIs may not serve as an Exam Proctor for any FITSI certification exam for FITSP training programs, whether at FITSI dedicated exam events (FITSI-sponsored) or those that a FITSI-sponsored Authorized Training Center (FATC) might host.
Finally, FCIs may not participate in FITSI Exam Development Committees or activities that have access to actual certification exam items for any FITSI certification exam.

7. Planning and Execution of Training

Well-executed training events are necessary to achieve FITSI's goal of being a sought-after training provider and the FITSI training program. Proper pre-planning is necessary to ensure a positive student experience. Appendix A includes a sample logistics checklist. The following items are things to consider and guidelines to follow.

A. Training Facilities

Select classroom locations appropriate for efficient training course delivery and conducive to student learning. Ensure:

- Adequate space for each student with a seating arrangement that is appropriate for the course
- Availability of projection capability
- Facility readily accessible to the target audience
- Eating establishments nearby to facilitate maintaining the course schedule; catering is also an option
- Awareness of the facility's inclement weather policy; method to communicate any changes to the course registrants before the start time of the course

B. Marketing

- Post the course announcement on the FITSI website four to six weeks before the course.
- Send mass emails (if needed) four to six weeks before the course date.
- Send follow-up emails with course details and logistics to the course registrants one week before the course.

C. Day of training

- Ensure all support equipment is set up and functional before the start time of the course.
- Ensure all training materials are available before the start time of the course.
- Have sign-in sheets available at the start time of the course.
- Have the completion certificates printed and signed by the instructor.
- Have sufficient copies of the *Student Evaluation Survey* available.

Appendix A – Training Logistics Checklist

A. Pre-Planning

Determine training course schedule

B. Venue

- Evaluate possible facilities
- Select and schedule a facility
- Determine amenities required (e.g., water, coffee, catering, etc.) and make arrangements for the delivery of items when needed
- Identify training aids (e.g., projectors, screens, whiteboards, etc.) needed and make arrangements for these to be available
- Arrange for room set-up necessary for training

C. Instructors

- Schedule the appropriate instructor; identify a backup in the event one is needed
- Coordinate desired room set-up
- Coordinate training aids needed
- Coordinate and agree on training materials needed

D. Marketing

- Publish the training course schedule on relevant websites (sample included in Appendix B) four to six weeks before the training date
- Create an email notification and send a mass email (sample included in Appendix C) to the target audience four to six weeks before the training date

E. Registration

- Work with FITSI Corporate Office to facilitate online registration
- Send a follow-up email with course details, training facility information, inclement weather policy, etc. one week before the training date

F. Logistics

- Order course training materials
- Arrange for IT equipment if needed
- Have sign-in sheets available
- Ensure *Student Evaluation Survey* is available for students and provided to FITSI Corporate Office following course completion
- Arrange for course completion certificates to be available

Appendix B – FITSI Website Course Announcement Example

Overview:

Risk management of information systems should be at the heart of every organization. For those organizations that support the federal government, there are a set of risk management processes that have been developed and promulgated by the National Institute of Standards and Technology (NIST). This set of processes has been defined in the Risk Management Framework (RMF) and detailed in NIST *Special Publication 800-37 Rev.2 "Risk Management Framework for Information Systems and Organizations: A System Life Cycle Approach for Security and Privacy."*

This Framework is used by the Department of Defense (DoD), the Office of the Director of National Intelligence (ODNI), and the Committee on National Security Systems (CNSS). This group of players, known as "The Joint Task Force Transformation Initiative Working Group," has adopted the Framework to transform the traditional Security Assessment and Authorization process into the six-step RMF.

FITSI is hosting a review of the NIST RMF in Arlington, VA, from March 24th-26th, 2015.

With DoD Instruction 8510.01 mandating the use of the RMF across the entire enterprise, FITSI is providing a unique opportunity for cybersecurity professionals to understand the utilization of the Framework.

This class will instruct students about the RMF over three days and explore the six steps identified in NIST Special Publication 800-37 Rev. 2.

The class covers the following topics:

Agenda
1. Categorization of the information system
2. Selecting Controls
3. Implementing Controls
4. Assessing Controls
5. Authorizing Controls
6. Monitoring the System

Audience
The class trains federal employees, contractors, and military personnel who support cybersecurity within their organizations. It targets individuals with "significant security responsibilities" that represent Managers, Designers, Operators, or Auditors in civilian, defense, intelligence community, or national security systems.

Prerequisites and Advanced Preparation

Ideally, students should work for the United States Federal Government (federal employees, contractors, or military personnel) in a current or planned cybersecurity role.

Learning Level: Intermediate

Class size: 35

Vendor/Instructor profile
John Doe has been delivering security training and consulting for over 25 years. John has managed complex networks and IT systems over his career, which allows him to be effective in explaining complex topics and situations. During his career, John has consulted for the Cybersecurity and Infrastructure Security Agency (CISA) inside the Department of Homeland Security and the National Security Agency (NSA). Consulting for both agencies represented more than 15 years of work in cyber. John was able to help develop a robust continuous monitoring program based on the Continuous Asset Evaluation, Situational Awareness, and Risk Scoring (CAESARS) architecture and guidance from NIST Special Publication 800-137, *Information Security Continuous Monitoring (ISCM) for Federal Information Systems and Organizations*. John has taught numerous information security classes in his career and uses his classroom time to help educate the next generation of cybersecurity professionals to protect and defend their organization's information systems. John holds the following credentials: FITSP-M, CISSP, CISM, CISA, CAP, CEH, GIAC, and MCSE/MCITP

When
The class is Tuesday, Wednesday, and Thursday, March 24-26, 2015, from 8:00 a.m. to 4:00 p.m.

Where
George Mason University
Arlington Campus New Building (Founders Hall)
3351 North Fairfax Drive
Room: 120
Arlington, VA 22201

Facility information and closing due to inclement weather, please call:
(703) 993-8140 or (703) 993-8999 or check the GMU website at http://www.gmu.edu
(The campus is within walking distance to the Virginia Square Metro stop on Fairfax Drive.
Arlington Campus map: http://info.gmu.edu/Maps/ArlingtonMap14.pdf

FITSI recommends you take the Metro Orange Line to the Virginia Square stop. If driving, please plan to start early to avoid traffic congestion. Check out the website for directions.

Continuing Education Units - 21

Parking for GMU Founders Hall is available at the parking garage on Kirkwood Road. There is a sign for the garage. The cost is $3/hr. or $14/day.

Meals

FITSI provides breakfast and lunch.

Cost

FITSI Members: $500
All Others: $600

Registration

FITSI Members

Public Registrations

Appendix C – Mass Email Examples

Email to FITSI members

3213 Duke St #190
Alexandria, VA 22314
Phone 703-828-1196

Dear FITSI Members and Certification Holders,

FITSI is hosting a review of the NIST Risk Management Framework (RMF) in Arlington, VA, from March 24th to 26th, 2015.

With Department of Defense (DoD) Instruction 8510.01 mandating the use of the RMF across the entire enterprise, FITSI is providing a unique opportunity for cybersecurity professionals to understand the utilization of the Framework.

This class will instruct students about the RMF over three days and explore the six steps identified in NIST Special Publication 800-37 Rev. 2.

The class covers the following topics:

Agenda
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2. Selecting Controls
3. Implementing Controls
4. Assessing Controls
5. Authorizing Controls
6. Monitoring the System

FITSI members receive preferential pricing at $500 for the three-day course; non-members pay $600 for the three days. The class includes three days of high-quality instruction and both breakfast and lunch. Additionally, students will receive 21 CPEs for attending this class.

Interested parties can learn more about the training class at the following site:
http://www.fitsi.org/Events/RMF-Training-May2014.htm

Please forward this message to any of your colleagues who are not FITSI members and would benefit from this training opportunity.

Appendix D – Student Evaluation Survey

FITSI
FEDERAL IT SECURITY INSTITUTE
HELPING SECURE THE NATION'S FEDERAL INFORMATION SYSTEMS

Student Evaluation Survey

Date _____

Course Name _____

Course Start Date _____

Instructor _____

Student Name _____ **Phone #** _____

Please answer the questions below on the following scale:
1 = very bad and 5 = excellent

Instructor					
The instructor was knowledgeable on the topics covered	1	2	3	4	5
The instructor made the material relevant to my work environment	1	2	3	4	5
The instructor's delivery kept me engaged and focused on the class	1	2	3	4	5
The instructor encouraged questions and group participation	1	2	3	4	5
Courseware					
The module objectives were clearly defined	1	2	3	4	5
The coverage of the modules was appropriate	1	2	3	4	5
The course material was appropriate for the training	1	2	3	4	5
General					
I am satisfied with the course	1	2	3	4	5
This course will help me better perform my job and serve my clients	1	2	3	4	5

Please provide your feedback on the class:

_____

_____

_____

What would you recommend to improve this course?

_____

_____

_____

Would you recommend this course to a colleague? Yes No (Please circle one)
If yes, what was most useful about this course? (please be specific):

_____

_____

_____

May FITSI use you comments to advertise future course offerings? Yes No (Please circle one)
Comments will be anonymously credited

Version 1.0

Appendix E – Training Course Completion Certificate